



Well-being at work

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In the recent years, taking good care of employees has also been an important goal of the organisations. Employee well-being at work relates to all aspects of working life, from the quality and safety of the tangible environment, to how workers feel about their work, their working culture and conditions.

The aim of this thesis was to analyse employee well-being at work and provide result and development ideas for the case company, Nordic Kitchen based on the results. This thesis took place at Nordic Kitchen that is situated at Helsinki Vantaa Airport Terminal 2.

Various printed and electronic sources were used for literature part of this research. The research was done on the basis of Rauramo's five steps of work-related well-being (2008), model of overall well-being in life by Peter & Cary (2014) adapted from Gallagher, Lopez and Preacher (2009). The theoretical part of the thesis supports the majority of the research findings.

The thesis was carried out by implementing qualitative method. The data collection was done by interviewing employees of Nordic Kitchen in December 2019. Interviewee included restaurant manager, shift leaders and part-time and full-time employees. The questionnaire included 14 questions for employees and 7 questions for the restaurant manager. The total number of interviewees was 9.

According to research findings, it was found out that 50% of the employees feel employees' well-being was ideal, 25% feel it's in good level and 25% feel it's in poor level and needs to be improved. The employees were quite happy with the benefits and facilities that they receive from their employer. However, there were some issues that had to be dealt. Employees should be given enough resting time after the shift ends and before another shift starts in order to reenergize themselves so that they can put their 100% effort at work. While at work, employees should also be given proper break times so that they are able to rest and eat some food to be efficient the whole shift.

Keywords: employees, employer, stress, well-being at work

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1 Introduction

1.1 The purpose of the thesis

The main objective of the thesis research is finding out the present extent of employees' well-being at Nordic Kitchen. The research also aims to provide development ideas and suggestion for the company that could increase the level of employees' well-being.

There are two main research questions of the thesis. First one is "What is the current level of employees' well-being at Nordic Kitchen?". Second one is "What measures could be applied to improve employees' well-being?" The main research questions are based on the current situation of Nordic Kitchen. The authors are conducting the research for finding out positive and negative aspects related to employee well-being at work and find out level of employee well-being.

The interest of authors towards the research is genuine because one of the authors works at the same restaurant and other author work at the other restaurant that belongs to same mother company as Nordic Kitchen. The authors believe that it is possible to ascertain level of employee well-being and increase the level of well-being which will be profitable and successive for Nordic Kitchen in future time. Nordic Kitchen could have good turnover and better profitability by paying more attention and resources to the employees. Authors are also willing to improve the overall working environment at the workplace. Employer has not noticed any problem related to employee well-being while accepting the topic.

1.2 Framework of thesis

The thesis contains 7 chapters starting with introduction part which explains about the main goal of the thesis, purpose of the thesis and the framework of the thesis. It gives detail information how the thesis has been divided into different chapters.

The next chapter in the thesis is background of the case company, Nordic Kitchen. This chapter is about the introduction of the case company. It explains about the current level of employee well-being at the case company. It also manifests the SWOT analysis of the company.

The following chapter is theoretical approach or theoretical background which illustrates about the main concept of employee well-being at work. It clarifies the different aspects that affect the level of employee well-being.

The following chapter is about the research methods that has been selected for the research. The research method was qualitative research method which was conducted by taking semi structured interviews. This chapter also provides the reasons why the authors decided to choose this research method and process of conducting research.

The main findings from the research is showed in the following chapter. Content analysis method has been implemented for analysis of the primary data which has been collected from semi-structured interviews. This chapter aims to analyse the result findings from the interviews as well as highlights the areas that can be improved in the employees' point of view.

Furthermore, the next chapter is about conclusion which gives a final overall picture of the thesis research, research results, level of employee well-being of the case company and so on.

The final chapter is all about recommendation and development ideas for the company. The development ideas are given by the authors to the company by analysing the result of the research, which helps to improve the current level of employee well-being of the company.

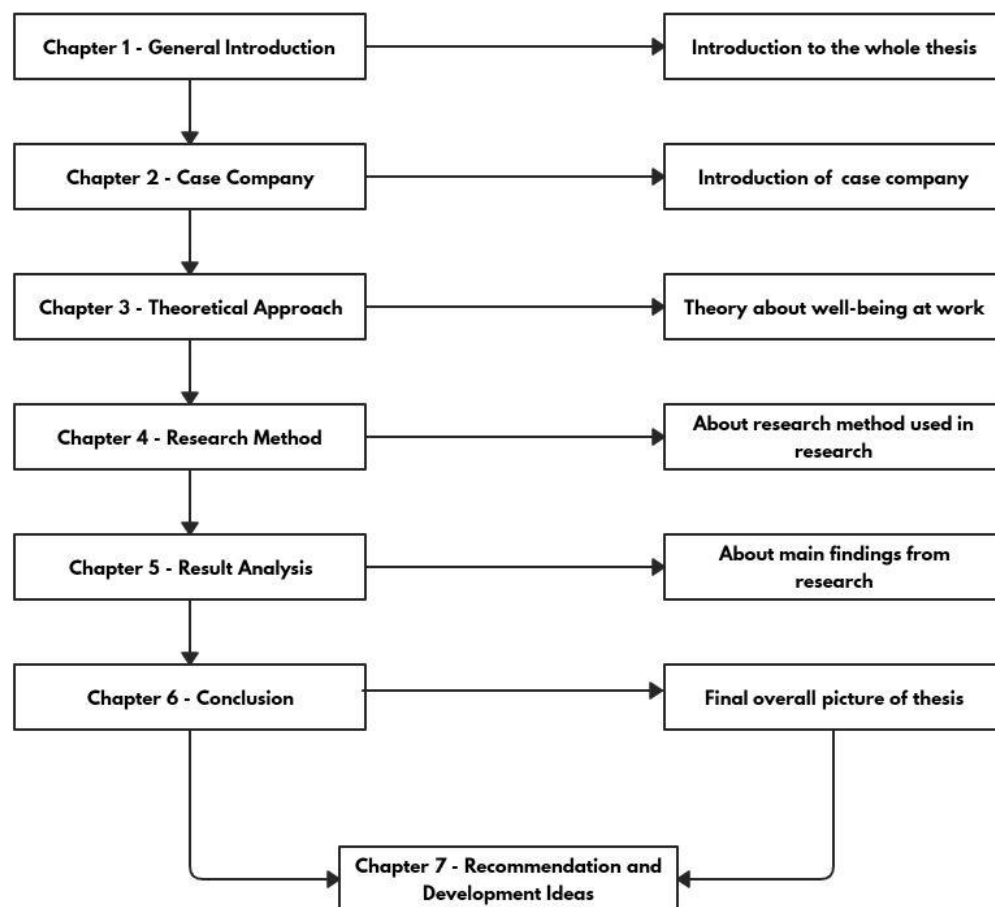


Figure 1 - Framework of the thesis.

2 Case Company

Nordic Kitchen is a dine/deli/bar restaurant which specializes in Nordic flavors, providing guests with classic Scandinavian foods and seasonal cuisines. HMSHost Finland is one of many sub-entities of HMSHost International that operates in the capital city of Finland. More specifically in the international airport - Helsinki Vantaa International Airport. Since 2013, HMSHost Finland has been designing and serving Finnish and international gastronomy in the airport. Till date, HMSHost Finland is operating 18 different service points in the airport including: restaurants, deli, bar, kiosks, bistrot and cafes. The company has been successful in creating fresh and engaging place at Helsinki Airport as well as increasing airport revenue by offering mix of international brands and flavors, local products and flavors through its service points- iconic custom designed concepts at a value-for-money propositions. Pier Zero, Two Tigers, Bistrot Helsinki, Burger King, Nordic Kitchen are some of its restaurants. (HMSHost International n.d.-a.)

HMSHost is an American highway and airport food-service company, a wholly owned subsidiary of the Italian company Autogrill S.p.A. HMSHost is further divided into two entities: HMSHost International and HMSHost North America. HMSHost North America regulates in the U.S and Canada, while HMSHost International regulates the rest of the locations in Europe, Asia-Pacific and the Middle East. HMSHost International is based in Amsterdam, The Netherlands. (HMSHost International n.d.-b.)

Autogrill is an Italy -based, multinational catering company. It is one of the leading in food and beverage business operating around the globe in 31 countries. Autogrill has over 4000 different restaurants, bars and kiosks at over 150 airports, railways and expressways worldwide. More than 57,000 employees under Autogrill are responsible for serving 900 million customers annually. (Autogrill n.d.)

Nordic Kitchen is one of the 18 units of HMSHost Finland Oy, located inside Helsinki-Vantaa International Airport in Terminal 2 at Gate 34. The restaurant was established on 2015 and since then it has been offering its services for 24 hours, rain or shine, food and beverage service in the Terminal 2 (non-Schengen area). Nordic kitchen, as located in high traffic location is focusing on creating innovative concepts to meet the needs and expectations of the guests and enhance their experience on the move. (Nordic Kitchen n.d.)

Based on the amount of time that guests spend in the airport, Nordic kitchen has modelled its service in two concepts: counter and service. The customers who have limited time/short break before their flight, Nordic kitchen is ready to serve such customers at its counters and as for the

customers who have comparatively more time to spend, the restaurant has table services. A deli, a bar and an à la carte are three different departments in the Nordic Kitchen providing variety of food and beverages to the guests.

Deli

Deli is located right in front of the entrance welcoming guests with a vitrine filled with freshly made sandwiches, salads, pastries, fresh juices and smoothies. There are two cashiers in deli through which guests' orders can be placed. In addition, guests can order any menu item from the restaurant's menu including soft/hot drinks, alcohol and a la carte dishes apart from the foods from vitrine (vitrine is a glass cabinet used specially to display specimens). Guests are able to get takeaway foods and beverages instantly from deli. Different varieties of tea and coffee are also provided from deli. Deli serves nutritional breakfast in the morning; breakfast includes free coffee or tea. Deli is a counter serving station so for table service guests are suggested to be seated in a la carte. It is the only department in the restaurant that is open 24 hours throughout the year therefore, guests are always served with food and beverages when the bar and a la carte is closed or crowded. (Graaf 2019. Personal communication.)

Bar

Guests could find the bar at Nordic Kitchen very compelling as it serves all kinds of alcoholic and non-alcoholic drinks. Finnish or non-Finnish drinks, guests can find plenty of options to choose from. Located right next to deli, it stores wide range of white, red, sparkling wines from Chile, Spain, France et cetera. and beers of different kinds and spirits from all around the world. Guests can also enjoy tantalizing cocktails and mocktails made fresh from fresh ingredients. It opens at 11 AM in the morning and closes 11 PM. Drinks are served from deli till the bar is open the next day. One of bartenders' job is to help a la carte with taking the ordered drinks to the table. (Graaf 2019. Personal communication.)

A la carte

It is a table service restaurant section at Nordic kitchen where guests are served at their tables by friendly waitresses and waiters. A la carte offers starters, main dish and desserts along with all sorts of drinks, it also has a separate menu for kids. Nordic Kitchen's got food for whole family and is happy to welcome families.

Nordic Kitchen can house plenty of guests at a single of seating. An open kitchen is located near a la carte area, guests can enjoy the view of the kitchen and the way their food are cooked by skilled chefs. A la carte starts it service from 11 AM till 10 PM in the evening. (Graaf 2019. Personal communication.)

Kitchen

Kitchen consists of hot section, cold section and pizza section. Hot section is where all the hot foods (Burgers, risottos, pastas, soups, steaks, fishes, et cetera) are prepared. Cold section is responsible for sandwiches and salads. Pizza section is where all the pizzas are prepared. The staffs in kitchen are happy to make food for guests with food allergies or intolerances.

The kitchen only serves pizzas and burger after 10 PM. It officially halts its activities for the day at 11 in the evening, so no hot food is served afterwards. Few of the dishes from the menu in the restaurant are seasonal, so the kitchen is responsible for creating new seasonal menu once or twice a year based on seasonal ingredients. (Graaf 2019. Personal communication.)

Restaurant hierarchy

Approximately 50 employees are responsible for the daily operations at Nordic Kitchen including Manager, assistant Manager and Shift Leaders. Mr. Graaf Jan de is the store manager of the restaurant, Suraj Chamarkar is the head chef. Part-timer and Full-timer staffs balances the roster. Nordic Kitchen is among 18 units under HMSHost Finland Oy, so each unit has their own Store managers. Jenni Jaana Pirhonen is the Operational manager of HMSHost Finland Oy who oversees the overall operation of all the restaurant. (Graaf 2019. Personal communication.)

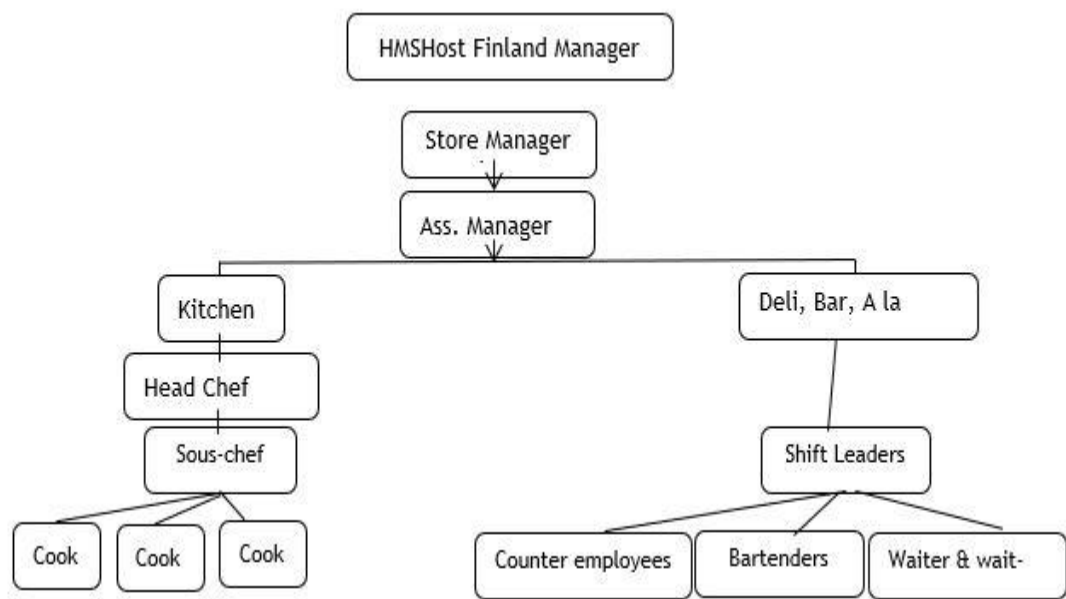


Figure 2 - Nordic Kitchen Hierarchy.

Internal Communication

Generally, person to person conversations are used as the means of communication. Besides, WhatsApp group chat has been created where every employee is added as a member and almost all the notices are shared via the group. It is also the platform where the employees can share their opinions to other employees regarding the work and workplace. Sick leaves notices shared by calling to the Shift leaders. Important notices from the company, also from the Managers are conveyed through email. HMSHost company also has its own networking platform where all the employees from every other units (including Nordic Kitchen) can log in. (Graaf 2019. Personal communication.)

Frequent unit meetings are organized where employees meet to discuss about the weaknesses of the restaurants and the ways improvements can be made. Menu tastings are another meeting where all the employees meet to taste the new menu items and present opinions and suggestions on how the menu can be presented. SuccessFactors (Be connected) is the name for the communication platform. Employees can use ADP Mobile solutions for the information regarding their salary slips and working hours of every rosters. A noticeboard is put on the office wall for further facility in communication. In case of personal matters, employees can directly contact the manager by informing beforehand. (Graaf 2019. Personal communication.)

3 Theoretical Approach

3.1 Well-being

Well-being, simply put, is a person's state of being healthy, happy and successful. Generally understood, wellbeing as moment-to-moment happiness but the concept of wellbeing is much broader. Wellbeing includes different aspects of a person's personal, social and professional functionality. A good psychological health, high level life satisfaction, sense of purpose and ability of controlling one's action during stress sum up to experience health, happiness and prosperity. (Measuring Well-being 2012.)

In traditional term, a healthy person is described as a person with no diseases or illness, ignoring the social and mental aspect of health. According to World Health Organization (2006, para.2), "a state of complete physical, mental, and social well-being and not merely the absence or infirmity is defined as health." The definition describes a healthy person to be free from any illnesses, sound psychological state and untroubled social relationship. The definition of health by WHO is associated with the complete well-being. Well-being as mentioned by WHO is a state achieved by framing physical and mental resources.

A person has an ability to improve his/her wellbeing since wellbeing is directly influenced from one's actions, thoughts and experiences. Such factors can be controlled: having positive thoughts increases emotional state of wellbeing, pursuing meaningful relationships improves and strengthens social state of wellbeing, the state of wellbeing at work is affected by one's interest, dedication to the job. These factors affecting the wellbeing can be categorized into two: external and internal factors. Internal factors that influences the state of wellbeing are optimism, resilience and self-esteem in a person. The external factors are income level, housing state and social network of the person. (Hesketh & Cooper 2019, 10.)

Wellbeing is a broad topic that can be defined in four different types of wellbeing: psychological wellbeing, physical wellbeing, social wellbeing and professional wellbeing (Hesketh & Cooper 2019, 12).

- a. Psychological wellbeing - The ability to manage stress, be resilient and be optimistic results in feeling psychologically healthy contributing in emotional wellbeing.
- b. Physical wellbeing - Proper personal health care by healthy diets, exercises leads healthy functioning of the body.
- c. Social wellbeing- Active participation in community, pursuing meaningful relationships, maintaining communication and network throughout the society improves the state of social wellbeing.

- d. Financial wellbeing- It is the ability of person to earn professional happiness by pursuing one's passion, interest and values.

Philosophers and researchers have been able to define well-being in different ways. There are many conceptual and operational definitions of well-being, and same terms have been used in different ways by different authors. The major division about the definition of well-being is among hedonic and eudaimonic perspectives: Hedonic perspective of well-being as delightful emotions and appraisal; Eudaimonic perspective offers well-being as an engaging in behaviour that is self-actualizing, meaningful, and growth producing. (Ryan & Deci 2001; Ryff & Singer 2008, cited in Chen & Cooper 2014, 10.)

3.1.1 Hedonic Well-being

Most of the research on well-being has focused on the hedonic aspect of experiencing a pleasant or cheerful life. "Subjective well-being" (SWB) is a well-known and regularly studied construct in this tradition. SWB is widely agreed to contain three aspects: the regular experience of positive affect, the infrequent experience of negative affect, and positive cognitive evaluations of life satisfaction. (Diener 1984, cited in Chen & Cooper 2014, 10.)

Another component of subjective well-being is a judgment of life satisfaction. Occasionally, this is measured by a single item, or alternatively by the 5-item Satisfaction with Life Scale (Diener, Emmons, Larsen, & Griffin 1985, cited in Chen & Cooper 2014, 10). Specimen items in this instrument include, "In most ways, my life is close to my ideal" and "So far I have gotten the important things I want in life".

Affective well-being is usually measured with Bradbury's Affect Balance Scale. According to Chen and Cooper (2014, 10), Diener (2010) have newly developed the 12-item Scale of Positive and Negative Experiences (SPANE). This scale uses both broad affect (e.g., pleasant, unpleasant) and distinct emotion (afraid, joyful) terms, rated on frequency of occurrence over the preceding 4 weeks. The instrument is constructed to be scored for positive affect and negative affect, and if wished, for affect balance by subtracting the negative affect score from the positive affect score.

3.1.2 Eudaimonic Well-being

Many philosophers and researchers believe that eudaimonic well-being is also important. This implicates living a good life, not just a pleasant one. Eudaimonic approaches are related to the fulfilment of basic human needs for competence, autonomy, relatedness, and self-acceptance. The focus of eudaimonic well-being approach is on growth, purpose in life, meaning, pursuing

self-concordant goals, self-actualization, and virtue. (Sheldon & Elliot 1999; Warr 2007, cited in Chen & Cooper 2014,11-12.)

Eudaimonic approach has roots in Greek philosophy; however, it has a much newer and less-developed base in measurement and empirical research than subjective well-being (Waterman, 2008). The eudaimonic tradition focuses on positive psychological functioning, called flourishing by (Keyes 2002, 2005, cited in Peter & Cary 2014,11-12), rather than feelings of personal pleasure. Ryff and her colleagues (Ryff 1989; Ryff & Singer 2008, cited in Chen & Cooper 2014,11-12) propose six dimensions of psychological well-being, but none of them refer directly to the experience of pleasure. These are self-acceptance, purpose in life, environmental mastery, positive relationships, personal growth, and autonomy.

However, there is a debate in the literature that whether hedonic and eudaimonic approaches of well-being are conceptually and empirically separable. In practice, they are highly co-related. Evidence has been found that consider behaving in eudaimonic ways is predictive of hedonic pleasure.

3.1.3 Social Well-being

Social well-being may be a third distinct aspect of well-being to complement the hedonic aspect of inner pleasure and the eudaimonic aspect of inner growth, autonomy and self-realization. This is persistent with basic need theories which all agree the importance of social relationships. The importance of social relationships for human well-being is demonstrated by a major review from Baumeister and Leary. (Chen & Cooper 2014, 12-13.)

Chen and Cooper (2014, 12-13) illustrates the concept with a diagram by Gallagher, Lopez, and Preacher (2009) which introduced empirical support for a hierarchical structure of well-being, which is reproduced in Figure 3. Hedonic, eudaimonic, and social well-being have exclusive indicators but are highly co-related and blend to indicate overall well-being.

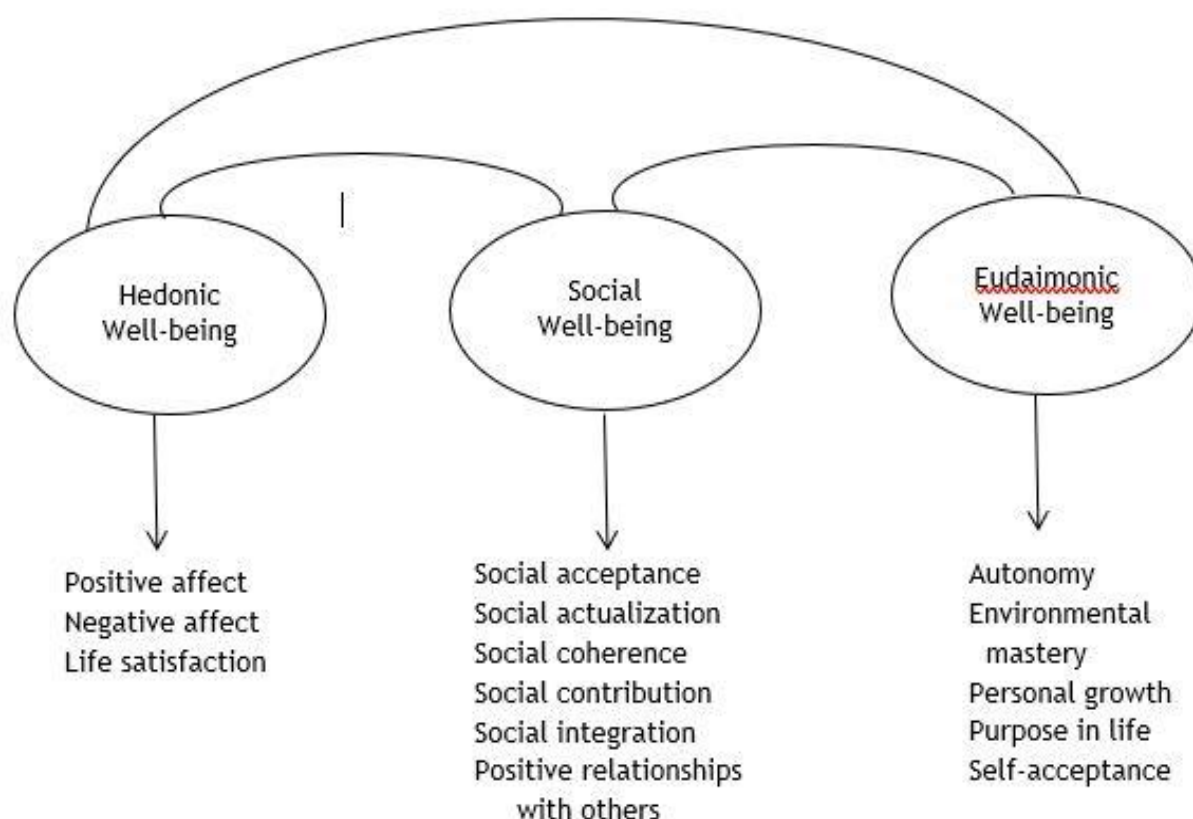


Figure 3-Model of Overall Well-being in Life.

3.2 Well-being at work

In the recent years, taking good care of employees has also been an important goal of the organisations. Organisations have been doing much work for improving employees' well-being at work like social exchanges, work-life balance and so on. Most of the time of employees are spent at work while the employee has different things that they need like social support, physical safety and so on, and organisations should try to fulfil all their needs. Well-being at work means the state of being comfortable, happy and healthy at work. It represents good and motivated management, good working environment and professionalism of employees. Well-being at work helps in increasing productivity and employee commitment towards job. (Buffet, Gervais, Liddle & Eeckelaert 2013.)

Organisations has been investing on wellbeing of the employees after finding the result of benefits of wellbeing at work. Wellbeing at work is considered as a very important factor in determining the organisational success. (Baptiste 2008, 284-309.)

The one of the most difficult parts in well-being at work is trying to launch well-being in the workplace and causing it meaningful for people and having them to engage in the delivery and success. It also should be clear that engagement in relation to well-being in the workplace is an ongoing process. Well-being is not only about absence of ill health; it is much more. Work well-being incorporates employees' job at work, social life, monetary circumstances, healthy conduct and interests. It is likely to cause adverse on employees' working abilities. (Ministry of Social Affairs and health n.d.)

3.2.1 Psychological well-being

Many researchers and philosophers consider the most impactful and most difficult area of well-being at work is psychological well-being. The important aspects of proper psychological well-being at work are self-awareness, positivity, empathy and notions of caring for each other. (Hesketh & Cooper 2019, 12.)

Psychological health is more difficult to spot than other areas. For example, if an employee suddenly starts to limp, it is an easy assumption that employee has sustained an injury in lower limb. However, if people are distressed or demotivated it is hard to address. There are number of things that may change if people are distressed such as being unusually untidy, being moody, irritable and so on. Mental health first aid, psychological safety, behavioural risk management and other such courses of learning can improve psychological well-being at work. The more the employees are felt valued, cared for that leads to increase in psychological well-being. (Hesketh & Cooper 2019, 12.)

3.2.2 Physiological well-being

While talking about well-being at work, the common information focus on physiological well-being. Physiological well-being is not just the absence of disease. It includes balance among work and leisure time, physical state of the body, feeling of welfare to establish health, prevent diseases and to live in a properly balanced state of body. (Hesketh & Cooper 2019, 12.)

Keeping physically well is probably is the easiest one to understand and execute, although the best ways are quite difficult. Employees can affect their physiological well-being and health individually by exercising, taking healthy diet and nutrition and taking enough rest. The newly introduced wearable techs can help to monitor their health by doing set numbers of step per day, working up to 10,000 with a view of keeping physically active. (Hesketh & Cooper 2019, 12.)

3.2.3 Sociological well-being

If work is the only focus in your life, and you put your heart and soul into it, even when on days off or weekends, you are eventually finding yourself in bother. It is very important for your well-being to have time away from the workplace, socializing with friends and loved ones. The most effective elements of sociological well-being are open exchange, properly planned communication, desire to overcome difficult situations, disputes among personnel and fair behaviour towards employees. (Hesketh & Cooper 2019, 13.)

For the improvement of sociological well-being, social groups stem from workplace is important if the result does not end up as work related. Sports and social clubs, work outings, work-sponsored gym memberships or leisure activities are all good options. This also can be taken as giving back a reward to you for your efforts towards the company. This can be a powerful way of joining psychological contract with work also but is not work dependent. At a first glance, encouraging employees as part of work wellbeing to engage in outer activities on a regular basis may appear counter-productive. However, we consider these activities can help in the long-term goal and sustainability. (Hesketh & Cooper 2019, 13.)

3.2.4 Financial wellbeing

Financial well-being is the part of well-being which is often overlooked due to it most likely being the most distant from the medical world. However, money worries can be debilitating. They almost always lead to manifestations in the other three areas of well-being: psychological, sociological and physiological well-being, and can also be the reason of problems arising in other areas, so it is crucial that financial health is given some thought in any training that is given to employees. (Hesketh & Cooper 2019, 14.)

In terms of well-being at work, the challenges don't usually come in isolation and financial worries often start the ignition for several reactions. For example, if we are doing work, we really enjoy, but we are not making enough money from it to live on. This will cause where we spend time looking after dependants, where the time consumed is such that we could be earning money. However, this touches on us psychologically, but initial trigger may be financial. (Hesketh & Cooper 2019, 14.)

3.3 Steps to well-being at work.

The employees' well-being at work is highly determined by the surrounding around the employees. A healthy workspace is a result of happy and motivated employees which later leads towards contributing in wellbeing of the employees themselves. Well-being is particularly affected by level of acquired basic human needs and expectations. Rauramo (2008) has designed a five-step model in work well-being based on the relationship between the basic human needs and work. Rauramo further describes the effects of such needs on employees' motivation and their well-being. The theory designed by Rauramo works similar to Maslow's Theory of Motivation as the theory is comprised of five basic needs similar to Maslow's model. The model is termed "Work Well-being Stairway Model". (Rauramo 2008, 27.)

The stairway model is designed by Rauramo (2008) in such a way that each level is comprised of various factors that affects the work well-being of employees and employers. Every level/step consists of certain needs and evaluating methods associated to the topic. The work well-being stairway model intends to provide aid in developing, improving and maintaining the wellbeing of individual employees, the work community and the organization/employers, since Rauramo's (2008) objective of creating such model has been detecting fundamental elements and operational models, that acts as influencers in work well-being. The stairway model acts as a systematic model in the long-term development by influencing the crucial elements that are required in developing work well-being. Rauramo further explains that an individual can be entitled as healthy and creative when all of his needs are attained. An individual employee's level of well-being is then sound. (Rauramo 2008, 33.)

Since, Rauramo's approach of the stairway model is highly based on Maslow's approach on hierarchy of needs that in order to move to the higher steps, the needs of the lower steps have to be fulfilled. Inspired by the approach, Rauramo (2008) has constructed a five-step model, each step consisting of different needs that has different level of importance in the chain of well-being. The model functions with the principal idea i.e. the needs in the lower tiers must be achieved in order to proceed to achieve next/higher needs in the pyramid. Skipping any step is forbidden during the process or else the pyramid will fall. Step-by-step process is to be followed throughout the evaluation to construct a stable base so that higher steps can be achieved. (Rauramo 2008, 34.)

The five steps/needs provided by Rauramo (2008, 27) in the stairway model are illustrated through the figure 4.

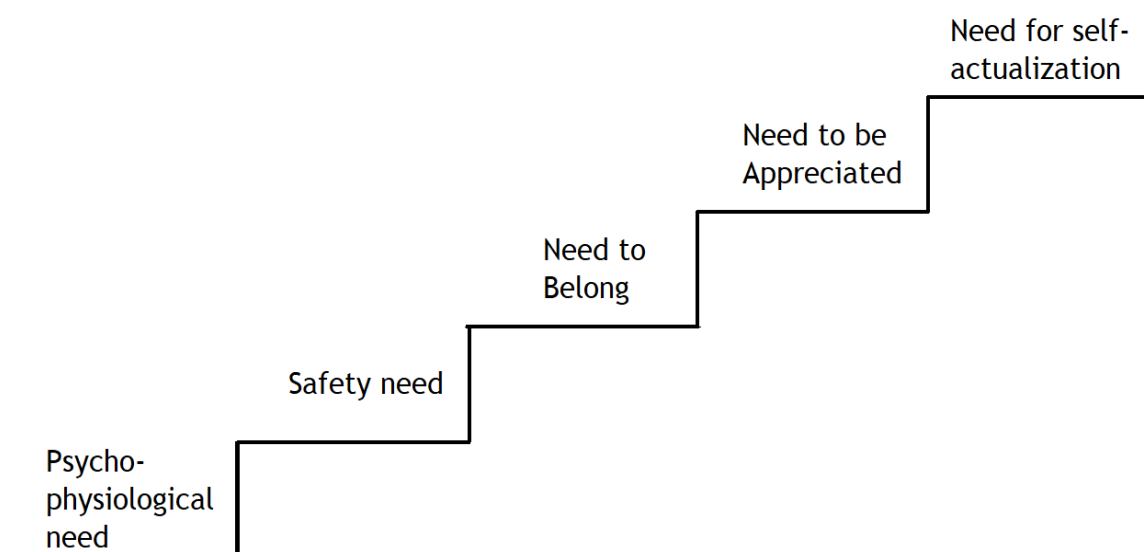


Figure 4 - Five-steps of work-related well-being

3.3.1 Psycho-physiological need

Organizing mandatory occupational health care is very crucial in prevention and treatment of diseases. A healthy body requires certain level of physical labour so in order to promote health and working capability, employee-friendly workload is a necessity. High degree of physical labour results in physical stress in the body and decreased efficiency. Blend of work and spare time builds pressure. When the employee's work is proportionate to the free time, his/her psycho-physiological needs are in order. Heavy, one-sided and difficult tasks should be limited at workplace, not encouraging the easier and multilateral tasks either. A well-regulated balance of such high and low strain jobs enhances the employee's skills and performance at work. Timely breaks and rest throughout the jobs helps reduce the autonomy and stress in employee's body and mind. (Rauramo 2008, 35-37.)

According to Rauramo (2008, 60.) the first step in the five-step model is the psychological and physical needs of the individual employee. This category is constituted by the most basic needs that are essential to thrive and survive. The physical need deal with the maintenance of one's body with the practice of healthy lifestyle. Regular exercise, quality nutrition, limited use of alcohol and water, proper sleeping time, enough rest and breaks, suitable workload are some elements that plays vital role in governing a healthy work lifestyle.

Psychological need deals with the intellectual aspect of the employee. Heavy workload does not only affect physical attributes of the employee but increase psychological stress massively ef-

fecting the mental ability as well. A long shift at work with no rest nor breaks out-turns inefficiency and incompetency. Thus, Rauramo (2008, 42.) states that it is consequential to apply diversity in jobs, timely cease and resume, properly distributed tasks and sequenced work-shifts. Moreover, proper management and organization of work, intercommunication, collaboration and individual's work conduct in the work community have a substantial impact on well-being.

3.3.2 Safety need

The second step in stairway model described is the safety need. This step includes all the concerns relating to safety in the workplace and its surroundings. Physical and health safety, work and income safety, psychological and moral safety are some elements covered in this step. In Maslow's theory, safety needs refer to the need for protection and security. Safety needs are associated to safe working environment and job security. Employees are found to be experiencing job insecurity and income related issues, and as a consequence, employees encounter with deteriorating well-being. A safe to work workplace allows the employees feel safe physically and mentally while working. Employees can assure that they can continue with their job for long period of time along with settled income. Safe work environment contributes in creating healthy and positivity in workplace thus enabling employees deliver efficient outcome. Proper orientation and equal treatment within the work community encourages urges safe social environment. (Rauramo 2008, 31.)

A safe working environment embraces physical and technical, and psychological and social safety. Cleanliness and orderliness at work, functionality and perilousness of workspace and work, furniture structure and placement, equipment's feature and usability are key components in designing a safe technical work environment. The initial step of safe working community begins when none from the work community experience insecure or feel threatened. (Rauramo 2008, 109.) A safe work atmosphere can be constructed when each member of the working community help and support each other, everyone is equally treated, communication is meaningful and transparent, opportunities of developing skills and positive atmosphere. Thus, encouraging cooperation at workplace. In order to attain proper solutions for issues related to safety needs like if someone in work community is treated unfair, specific set of guidelines and rules can be agreed, consented and followed. (Rauramo 2008, 117.) Fulfilment of such safety needs enables to proceed to achieve further needs in the stairway model.

3.3.3 Need to belong

The need to belong relates to a person's emotional need to be affiliated with and accepted by the member of community, in this case, need to be accepted by co-worker and be a part of work community. The third step stairway model by Rauramo (2008, 35.), need to belong describes a

natural attribute of human being. Working community, openness among co-workers, possibility to affect one's work, healthy relationship between employer and the employee serves as strong base in designing good working environment. Other factors, from employee's perspective such as: conflict processing, management and utilization of internal and external network sources contribute heavily in shaping a good working environment. This helps the organizations to create need to belong. (Kehusmaa 2011, 21.)

The need to belong does not only limit to a person being acquainted with other members of work community, it is centred around attaining acceptance, attention and support in and by work community and vice-versa i.e. giving the same and equal treatment to others as well. The need to belong support the employee as a result of caring atmosphere. The values that bears the significance of need to belong are team spirit, openness and trust. The feeling of belongingness in an employee encourages to contribute more effectively and efficiently in achieving organizational goal. (Rauramo 2008, 35.) Good relationships with the members of the work community is an integral part of work motivation, employee productivity, and work well-being. Good work environment helps encourage and discourage self-esteem. Every member of work community is entitled to fair treatment as they are integral in enhancing and developing work environment where belongingness prevails.

3.3.4 Need to be appreciated

The need of being appreciated refers to being valued, seen and liked. The giving and receiving appreciation encourage positive psychology: the discipline focusing on positive aspects of human experience that make life worth living. It feels good inside if someone appreciates our effort or work, it is a natural phenomenon that gives sense of meaning in our work and motivate to perform better. It is practically the same in case of work environment. At work, fair feedback from the colleagues and superiors, salary and rewards for the jobs, assessing and developing processes are daily driver related to the fourth step in stairway model - the need to be appreciated. The appreciation addressed by members of work community is highly influenced by the manner they value themselves and their work. Such appreciation encourages trust and freedom in the workplace which enables employees to utilize their abilities to the optimum level. (Rauramo 2008, 143.)

The factors that influences feelings of appreciation at work are employees' participation in decision making process, business ethics that subsidizes employee well-being and productivity, and transparent communication. In addition, an employee develops the feeling of self-appreciation if he is receiving consistent feedback - praise, acknowledgement, rewards, and fair monetary incentives for their job. (Kehusmaa 2011, 105.) Maslow has divided the need to be appreciated in two different categories: lower and higher needs. Social recognition and appreciation represent

the lower need to be appreciated. It is linked with status, honour, respect and reputation in the community. Meanwhile, self-esteem represents the higher need. Self-confidence, competence, achievements and freedom are associated with self-esteem. A healthy work environment can be established with the culture of appreciating each other. The exchange of appreciation strengthens the bond between the members of the work community. (Rauramo 2008, 144.)

3.3.5 Need for self-actualization

Self-actualization is the state of the desire for self-fulfilment, namely the tendency for an individual to become actualized in what he is potentially (Maslow 1943, cited in Green 2000). This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming. The last and the highest step in the stairway model is the need for self-actualization that represents highest level psychological development which is highly dependent on individual's need for actualization. According to Rauramo (2008, 33), Self-actualization is based on human aspiration to excel one's current state, determination to try and surpass restraints, discover and learn new skills, practice all existing potential abilities, to enjoy intellectual challenges, and grow as a person.

To encourage motivation and well-being, it is considered very important that the workload: is proportionate to the qualities of the individual employee, is challenging within the limits, offers possibilities of developing new skills, learning insights and feelings of achievement. In addition, employees should learn to manage his own work and work environment, develop expertise on ways of working with required resources. (Rauramo 2008, 160.)

Employee's need for self-actualization is highly influenced by his/her ability to manage work, use creativity at work, sustain expertise and achieve goals and accept one's strengths and weaknesses. (Kehusmaa 2008, 23.) A feeling of self-actualization in an employee can be triggered but unlike other need it is near impossible to achieve, despite one's limitless effort. Organizational factors can be held responsible for hindering the self-actualization. Competitive working environment limits the employee in achieving what he strives for only to a relative degree. The organizational hierarchy forces employees to swerve from his path of actualization, in case of employee's individual goal.

3.4 Promoting and leading employee's well-being at work

There are many benefits of promotion of workplace well-being, but it is often overlooked. The plans of effective workplace well-being are key to successful business, and continuous focus on

professional development will aid practitioners link well-being to leadership, integrity and ethics, allowing business to remain competitive and have a strong social-responsibility ethic underpinning practice. (Hesketh & Cooper 2019, 57)

Hesketh and Cooper (2019, 57-64) states that workplace well-being should be viewed in a positive light because it is not something that brings loss to an organization. There are lots of complaints and protest about health and safety, human resources, occupational health and so on being the bugbear for senior leaders. Well-being should not be attached to anything of the sort. Therefore, it is important that well-being sits under the correct management area of responsibility, preferably an executive function in an organization. It is uncommon that business day to day activities in an organization remains unchanged. For the promotion of well-being, if there are big changes, in size, policy, procedure, management changes and so on, a recap and communication of the workplace well-being should be highlighted as best practice.

Effective workplace well-being means employees feel valued and cared for, and let employees engage with the process: 'Companies must remake themselves into places of engagement, where people are committed to one another and their enterprise' (Mintzberg 2009, 140, cited in Hesketh & Cooper 2019, 64). Furthermore, employees are more likely to engage with other areas of the business if they feel valued, are bought in and have interest.

Hesketh and Cooper (2019, 74) states that a well engaged strategy and implementing within the staffs is necessary for the proper promotion of workplace well-being. Trying to launch well-being in the workplace and making it meaningful for people and having them to involve in the delivery and success is, however, the more difficult part. For strategy, first we need to understand what exactly we want to achieve in relation to well-being just like how we do with other business strategies. The strategy needs embedding in the culture of the organization, needs to be the way employers feel, speak and interact with it, to be successful. How do employees talk about the organization outside of work? This is a good benchmark.

After having the strategy, we move on to implementing with our staff. There are many well-designed programmes to address workplace well-being. Organization should be really committed towards taking trainings in well-being. The training plan should be well structured, and training should be provided from top to bottom, throughout the organization, however the organization size. Supports should be provided throughout the training, otherwise, the workforce may never feel fully supported in their efforts. It is also vital that everybody in the organization is aware that such programmes exist and can be accessed. (Hesketh & Cooper 2019, 74-75.)

3.5 Benefits for the company from good level of employee's well-being at work

3.5.1 Effectiveness and efficiency

It cannot be easy to establish with any degree of ease, especially few decades before when there were different approaches to well-being. In fact, well-being is not universally accepted set of propositions, it is more complex than that. Furthermore, measuring organizational effectiveness through well-being can be difficult. When people look for job, people are motivated through different things: money, satisfaction, sense of community service, job fulfilment and so on. If the job can provide all the things, the workforce will be motivated to deliver the best they can which help in improvement of organization effectiveness. Organizational effectiveness searches for ways to ensure, through workforce satisfaction rather than punitive actions, that organization can take benefit of great working environments where the workforce draw meaning and purpose and willingly deliver more of themselves towards the organizational goals. (Hesketh & cooper 2019, 123)

Efficiency relates to using resources that are available as effectively as is feasible. The organization which has good workplace well-being will have much efficient employees who can deliver the results much faster and in more proper ways. For example, Organization may subscribe to medical services, such as employee assistance programmes. If the service is utilized properly, the efficiency should be slowly improving due to the efficient workforce. (Hesketh & Cooper 2019, 123)

3.5.2 Productivity and performance

Productivity and performance are the areas where the advantages of having really good workplace well-being approaches really come into action. There is always an improvement in productivity and performance when we have good workplace well-being in an organization. If we are in manufacturing or sales business, it is usually easy to see. If we are in services sector, we may see the results through other lenses. Employees who are healthy, happy, satisfied and connected at work are more productive in general. Hesketh & Cooper (2019, 124-125) states that research from Robertson Cooper (2017) found out that people with low well-being estimated that they were only productive 67% of the time, although those who had high well-being were productive and work 87% of the time.

The improvement of employee engagement helps in decrease in staff turnover; reduced sickness absenteeism, presenteeism and leaveism; and a happier and more dedicated workplace. When this is achieved in the organization, it is undoubtedly indicative of great performance. The workforce will experience meaning and purpose, feel supported and feel their working life

is worthwhile. It is unlikely that we will be able to sustain the job performance from all employees in first day. But, in long term we will get close and certainly become more efficient. (Hesketh & Cooper 2019, 125-127.)

4 Research Method

The primary purpose of the research was to discover the level of work well-being and level of proper working environment from the employees' point of view. Qualitative research method was implemented for this research. There are different qualitative research methods, but for this research authors chose interviewing. The interview with the employees and store manager at Nordic Kitchen was more favourable for this research for collecting data because interviews are one of the best qualitative research methods to gather comprehensive data and information.

Various theories have been introduced in the term, well-being. There are many conceptual and operational definitions of well-being, and same terms have been used in different ways by different authors. The theories that has been referred in the theoretical part are co-related to each other. The model of overall well-being in life (Gallagher, Lopez & Preacher 2009, cited in Peter & Cary 2014, 12-13) is referred in the thesis to explain the various aspects of human well-being: hedonic, social and eudaimonic. The theory of well-being at work as mentioned in the theoretical part is intended to define different components of work well-being. The components of this theory and Five steps of work-related well-being (Rauramo 2008) are co related to each other such as psychological well-being, safety need and physical well-being, need to belong and social well-being. Rauramo's theory is based on the relation between basic human needs and work which describe the effects of such needs on their well-being. The interview questions were designed by taking these theories into consideration so that they cover all the aspects of work well-being: physiological, psychological, social and financial. Based on the theories, the interview result was carefully analysed to find out level of well-being and develop improvement solutions.

4.1 Qualitative research method

Qualitative research is an umbrella term for a wide variety of approaches and methods for the study of natural social life. The data collected from qualitative research methods is primarily nonquantitative in character consisting of textural materials such as interview transcripts, fieldnotes and documents. The outcomes of qualitative research are most often composed of essential representations and presentation of salient findings from the analytic synthesis of

data which can include understandings about individual and social complexity and documentation of cultural observations. (Saldana, Leavy & Beretevras 2011, 3-4.)

Qualitative research typically involves a relatively unstructured approach where the aim is to make respondents free to answer in their own words rather than just simple answer with “yes” or “no”. Survey research generally studies large samples in order to get enough cases to apply comparative analysis, but qualitative research involves investigation of a small number of cases.

4.2 Interview

Most of the qualitative research studies rely on interviews with participants. Interview is an effective way of collecting data, in their own words, and individual’s or group’s perspectives, feelings, and opinions. Interview formats can range from highly structured, consisting of a set of prepared and specific questions to be asked order, to unstructured, consisting of nothing more than a general list of topics for possible exploration.

Interviews can be conducted with just one individual, a couple, a family, several individuals separately, or a larger number of people organized as a focus group. While selecting the participants, interviewer should determine which specific persons are appropriate and are most likely to provide substantive answers and responses to inquiries. In interview, every question asked should serve some purpose toward the research agenda. The interview questions are often different than the research questions but should come from them to keep the study grounded. (Saldana, Leavy & Beretevras 2011, 32-46.)

4.3 Collecting data

All of the targeted respondents of the thesis research were the employees from Nordic Kitchen. We have selected respondents from every department of the restaurant: one respondent from Kitchen, two respondents from Bar, two respondents from Deli, and two respondents from Ala carte. The respondents were selected representing their respective departments of the restaurant.

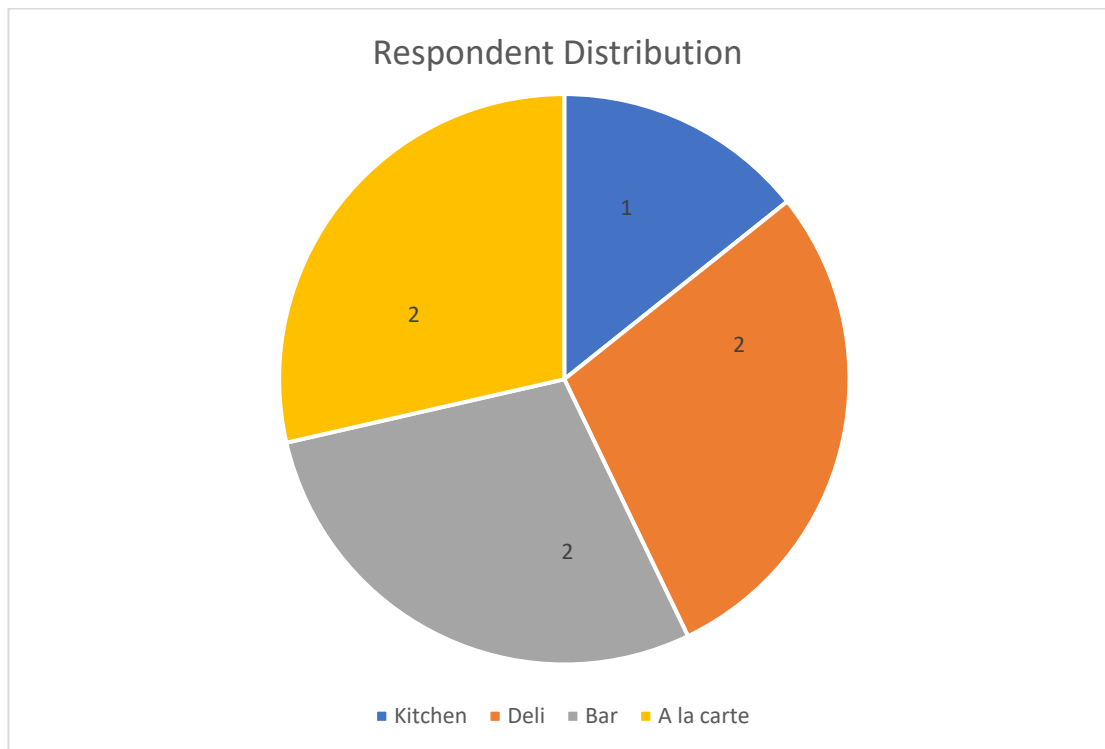


Figure 5- Respondent Distribution by department.

The interviewees were randomly selected. The interviewees were both male and female, among which 3 were female and 6 were male.

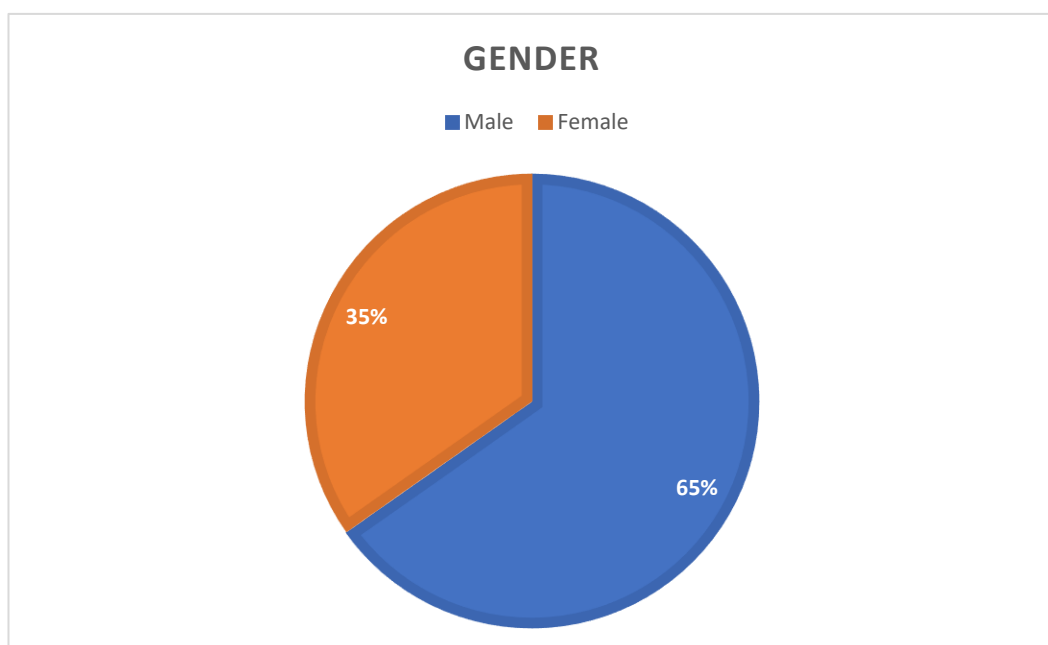


Figure 6- Gender Distribution.

The total number of interviews was 9, 7 with employees, 1 with shift-leader, and 1 with the store manager. The interviewees were all between ages 20-40. The respondents had variance in working contracts. We interviewed both employees who have full-time contracts and part-time contracts.

There were 2 set of interview questions, one was for the managers and other one was for the employees. The shift leader and store manager were selected as respondents in order to obtain manager's perspective on employees' well-being. The respondents gave the answers freely in interviews when the authors told the purpose of the interviews and names and all the background information stays classified and data will not be used for other purposes. The interviews were taken in a way that does not affect the business of the restaurant. The date for the interviews were 4th December and 11th December. The authors took interviews of 5 respondents on 4th Dec and on 11th Dec, authors took interviews of 4 more respondents including the managers.

The interviews with all the respondents were recorded as per their consent in addition to that important notes were also taken. Mobile devices of the authors were used for recording the interviews.

5 Result Analysis

The following chapter is about the data analysis and result that authors got from the research. The data analysis method used to analyse the data from interviews was content analysis method. Authors chose content analysis method for data analysis because it is used to transform large amount of text into highly organised and concise summary of key results. Such key results are then used to draw conclusions.

In the first step of the content analysis, authors transformed the raw verbal interviews into written transcripts. After that, the written transcripts were taken into the process of condensation, which means shortening the text while still conserving the core meaning. The condensed transcripts were repeatedly read by the authors in order to familiarize themselves with the different patterns, recurring topics and meanings of the data. The next step is to label the recurring, unique and relevant words, phrases and sentences also opinions, concepts, such process is called coding. Furthermore, the labels also known as codes that are related to each other through their context or content are put together in the same group and form categories. A category in content analysis answers the questions about who, what, when or where? The next step is creating themes which is labelling the categories and deciding which are the most

relevant and finding out the connection between each other. A theme is an expression of the underlying meaning found in two or more categories. The theme answers questions such as why, how. In what way or by what means? (Erlingsson & Brysiewicz 2017.)

In order to make the reading of result easier, each research question is discussed separately. Since the respondents were assured that their information will be classified and interviews will be anonymous, the respondents are presented as respondent 1, 2, 3, 4, 5, 6, 7, 8, and 9.

5.1 Interview Questions for employees

Question 1: How long have you been working here?

Most of the interviewees have been working in Nordic Kitchen for more than one and half year. However, respondent 2 has started working just 6 months before the date of the interview. The store manager has been working as the manager for 2 years.

Question 2: Do you like the working environment?

None of the respondents said that they did not like the working environment. Respondent 1 and 2 said that they feel the working environment of Nordic Kitchen is better than their previous workplace. All of the respondents like the diversity in their working environment. However, respondent 4 feels that sometimes it's difficult to cope up when the employees are changing time and again. Respondent 1,2,3,5,6,7 and 8 feels that the working environment of Nordic Kitchen is well managed and smoothly operated. The team has very positive vibe and very welcoming.

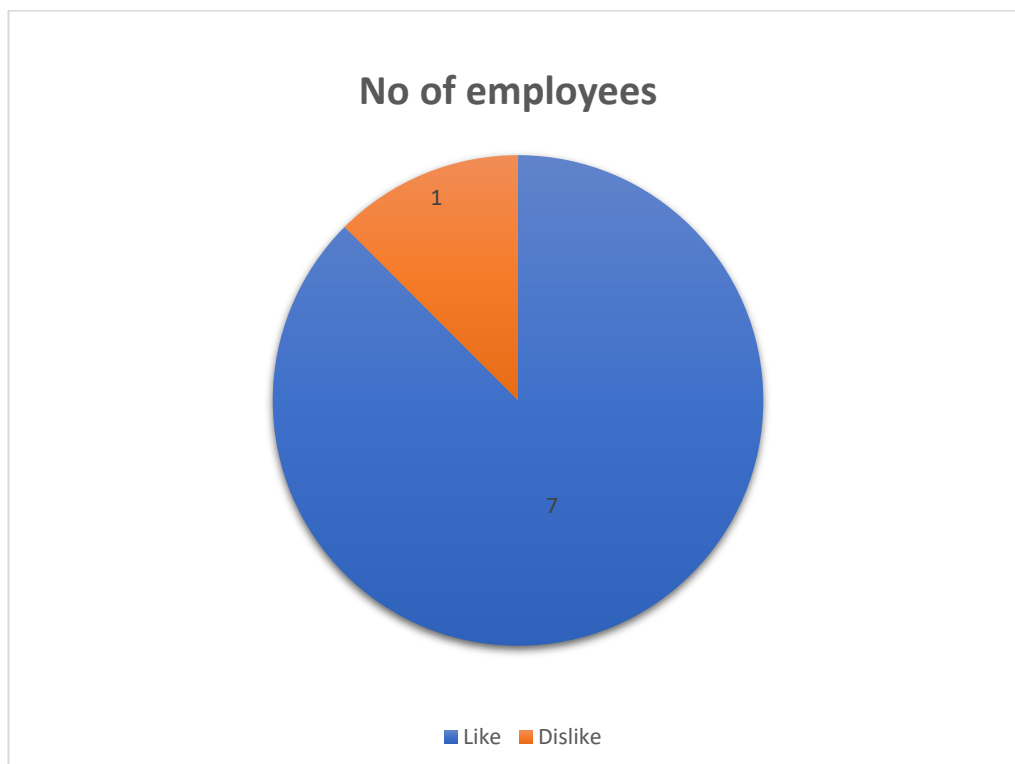


Figure 7- Respondents who like and dislikes the working environment.

Question 3: What is your thought on your working hours? Is it too high, ideal or too low?

Most of the respondents said that their current working hours as per their contract is ideal. Respondent 1 told that sometimes it feels little bit too much of the working hours. Although, respondents 5 and 6, who are part-time workers feel that the working life is not well-balanced when busy season starts, they get more hours in the schedule than in their contract.

Question 4: What are the challenges you need to tackle while you work?

Among the respondents, one of the biggest challenges at work was flexibility. The restaurant is open 24/7, so the employees should be flexible to work on every period of the day. If they are flexible to work, it might hamper their daily routines and personal life. According to respondents, sometimes they also have to do the shifts that they really do not want to do like early morning shifts, late evening shifts and night shifts. Respondent 3 said that it was challenging at the beginning, knowing the people and work, but now it's not challenging.

The customers who come to restaurants are travellers, so the flow of the customers changes time to time. Most of the respondents stated that they had to do overwork due to overflow of the passengers in the airport, quite often resulted by delayed flights and many flights assigned to gates near the restaurant.

Question 5: Do you get support from your supervisors or management while you are stressed?

Almost all of the respondents stated that they always get necessary support from the supervisors or management while they are stressed. Respondents told the authors that they are stressed due to customer complaint and overflow of customers. In most of the cases, they call their acting supervisor of the shift and ask them to help either to handle the customer complaint or to help to manage the flow of the customers. Respondent 7 said that he gets stressed at work due to his personal problems like having a bad day and at those time, supervisor help to make the work easy for him by talking through.

Question 6: Are your opinions and ideas welcomed by your supervisors?

The purpose of the question was to find out whether the ideas of the employees are welcomed by the supervisors. The answers from the respondents were similar and positive. They feel that the manager is happy to hear new ideas from everybody. Respondent 2 said that she was encouraged by the manager to come up with new ideas for product placement, product combos and that helped increase the sales. Although, according to respondent 3, the supervisors always hear the ideas but sometimes it takes so long time to have it implemented.

Question 7: What are your thoughts on work well-being? Why do you think it is important (for you)?

Well-being related to workplace was clear idea for all of the employees. In their opinions, well-being at workplace is in good level. According to respondent 3, proper well-being at work is when he can perform his assigned tasks without being interfered. It is important for him so that he can perform his assigned tasks smoothly and provide proper service to guests. Likewise, for respondent 6, well-being at work is to have a proper well-balanced working life, working without stress and not overworking. Well-being at work is important for him so that he can spend enough time for himself and his family.

In opinion of respondent 7, well-being at work is having stress free workplace and well-balanced working life. It is important for him so that he does not have to stress about things besides the work like lack of employees in workplace, unhappy co-workers and so on, and also to have well-balanced working life where he does not have to overwork. According to respondent 4, well-being at work is when all the employees leave their personal problems at home when coming to work and being nice to each other and build a good team while working. Well-being at work is important for her in order to concentrate at work so that she won't make any mistakes and not requiring to do all over again. She also gave an example of a situation when a co-worker behaved in a rude way with her because of that she could not focus on her job and she had perform a task all over again because it did not gave a good result because of lack of focus. She also stated that lack of proper well-being at work leads to unnecessary sick leaves.

Question 8: Do you think your employer pays attention to personnel well-being?

Some of the respondents feels that employer pays proper attention to personnel well-being of employees. Respondent 1 stated that employer is paying attention to employees' well-being by providing them health check-ups and occupational doctor visit but the respondent was unsatisfied with the services she got from occupational doctor. Respondent 7 said that he is happy the way employer is taking care of his personnel well-being. It is due to the reasons like when employees are tired, they are able to take rest and if they are feeling unwell, they are allowed to go home early to rest or go to visit occupational doctor for check-up.

However, respondent 3 stated that the employer is unable to provide the resources that are necessary for work related tasks. For example: unavailability of proper working clothes, unavailability of proper ingredients at right time and so on.

Question 9: Do you take care your personal wellbeing during your leisure time, for instace by working out, enough sleep?

The maintenance of personal well-being of employees during spare time is at a good level in the opinion of most of the respondents as they were able to get proper meal and rest. They were also able to socialize and meet their friends and families. Respondent 8 said that he is able to properly maintain his personal well-being by frequently going to gym and swimming. He was able to get enough sleep after working out. But it was different in case of respondent 5, the respondent could not get enough time for sleep because she was working full time and she also had to take care of her child after work.

Question 10: How often do you use recreational and welfare services like Smartum voucher provided by your employer?

All the respondents use recreational and welfare services like Smartum voucher provided by the employer. They could choose from two different options of 200 euros and 100 euros per 3 months. The company covers half of the cost smartum and half must be covered by the employees.

Respondent 1,2,3,4,6,8 use smartum for exercises like squash, gym, swimming, recreational games and so on. Respondent 5 and 7 use smartum for relaxation and entertainment purposes like watching movies, visiting amusement parks and so on. Respondents were delighted to get such kind of facilities which helps them a lot to keep themselves healthy.

Question 11: How would you describe your current level of well-being at work: ideal, good and poor?

Respondent 1,5, 6 and 8 graded their current level of well-being at work as ideal. Respondent 2 and 3 graded their current level of well-being at work as good. While respondent 4 and 7 graded poor current level of well-being at work. Respondent graded poor because there were lots of flexible shifts like early morning shifts, night shifts and late evening shifts. Respondent 7 said that he had has health issues while doing night shifts. Respondent 4 was unable to get enough rest because of early morning shifts and sleep imbalance.

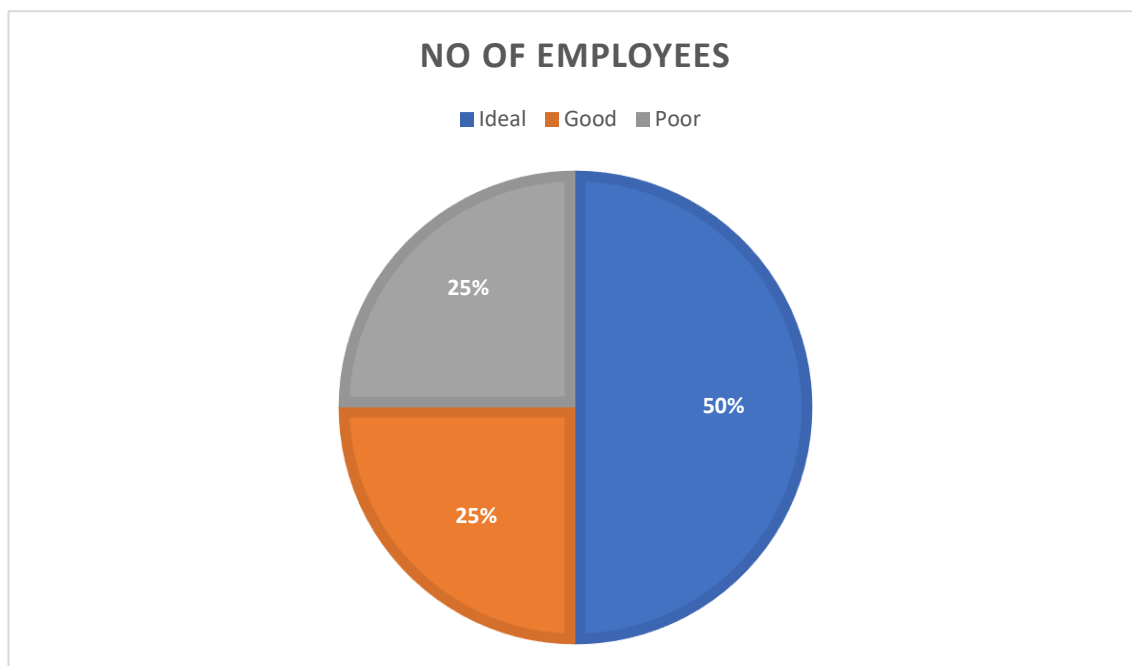


Figure 8- Current Level of Well-being at work.

Question 12: Can you state some aspects that could enhance your well-being at work, if changed?

Some factors given by the respondents were similar to each other, so we have listed similar factors as one. The factors related to the work that would improve well-being at work are:

- Less fluctuation of shifts.
- Proper break time.
- Proper division of work.

- Proper availability of resources like working clothes, food ingredients and so on.

Question 13: Do you feel professional development in yourself due to the work?

Most of the respondents said that they did learn a lot of new things and developed themselves professionally since they first started working at Nordic Kitchen but now, since they been working at Nordic Kitchen for long period of time, the learning new things have declined or stopped. Respondent 6 said that he got an opportunity to develop him professionally by working as shift leader. He feels he developed the skills of managing shifts, inventory management and so on.

However, respondent 3 and 1 stated that food and drinks menu are changing time to time in Nordic Kitchen so there are always new things to try, so they feel some professional development when they get to know new ingredients and new final outcome.

Question 14: Do you find yourself being employed in restaurant sector after two years?

Out of 8 respondents who were interviewed, 6 of them would like to work in restaurant field after two years. They would like to develop themselves in this field. 2 respondents said they would not continue working in the restaurant field after two years because they wanted to do job related to their studies and also due to the fluctuation of the shifts.

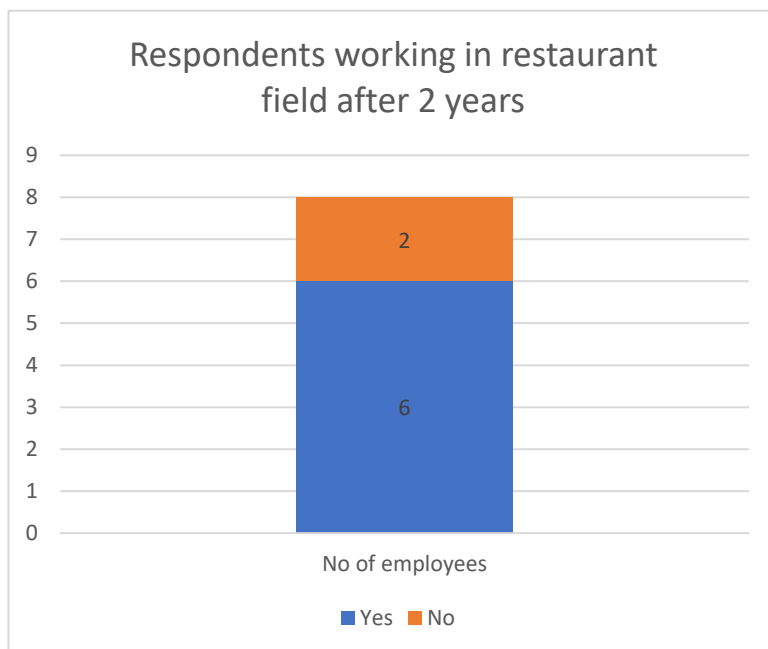


Figure 9- Respondents working in restaurant field after two years.

5.2 Interview Questions for Store Manager

Question 1: What kinds of benefits do you provide to your employees apart from salary?

One of the best things to move forward is to learn new things. The store manager of Nordic Kitchen is happy to provide opportunities to learn new things to his employees. Nordic Kitchen has four departments: kitchen, Deli, A la carte and Bar. If any employee from deli is willing to learn some bartending skills, he/she is always welcomed by the manager to learn new skills. If any kitchen employees want to develop their customer service skills, the manager gives them the opportunity to work on deli, bar or a la carte. In case of the motivated and hard-working employees, there are always opportunities for salary raise and promotions.

The restaurants also have provision of employee of the month in which the employees are provided with some prizes and certificate. Besides these, the company gives the employees with the facilities of sports vouchers, HSL benefits, parking benefits, taxi services, paid sick leaves and so on. The sick leaves if approved by company doctors are paid as per the work schedules. Also, the employees are provided with holidays once a year along with winter holiday which of course are with monetary incentives before and after the holiday period.

Question 2: How is the relationship with you and your staffs? How would you improve/maintain healthy relationship?

According to the store manager, the relationship between the store manager and employees of Nordic Kitchen is in a good shape. The store manager is open to help the employees at any time. He is welcoming all the new and great ideas from the employees and also open for the complaints and problems regarding the work environment. He is available all the time to discuss the solutions to the problems that affects the working environment.

The store manager feels that people with right attitude, initiation to learn, who keep themselves busy and willingness to admit mistakes and learn from them are the ones worth investing his time despite they are inexperienced and less skilled. The store manager applies a philosophy where he divides the employees into 3 parts in a straight line. The first part are the employees who are pulling the team forward, employees who come up with new ideas, employees who have constructive feedback to improve things and employees who are really motivated to work. The middle part are the employees who do their job and perform the tasks assigned to them.

The last part are the employees who are less motivated, employees who pull the team down and also the employees who are having really bad day.

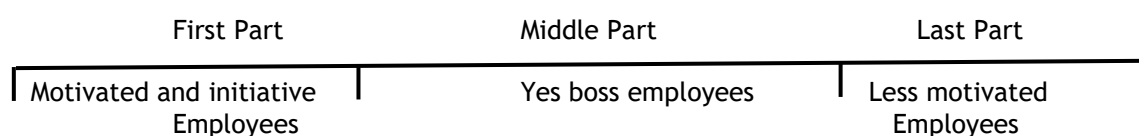


Figure 10- Employees classification on the basis of manager's perspective.

The manager spends most of his time with the first part of the line to reinforce the team and give them support to make them feel appreciated. He spends significant amount of time with middle part of the line to motivate them and move them forward to the first part of the line. He provides necessary resources and trainings and also listen to their feedback. He spends less time with the employees who are pulling the team down. He tries to correct the behavior of the employees who are in the last part of the line. He tries to support them to move forward. In summary, the manager makes the employees feel more appreciated, provide them necessary support and motivate the employees for improving the healthy relationship between manager and employees.

Question 3: What is your approach on employees' wellbeing? What measures would you apply to improve the wellbeing of your employees?

Finland has different rules and regulations regarding the well-being of the employees. Everybody in the company is under the collective agreement provided by the Finnish government that protect the legal rights of the employees including their well-being. The manager's approach on employees' well-being is about taking proper care of employees, being flexible with employees. The company provides occupational health check-up if the employees are not feeling well and if the employees had any accidents while at work, all the medical expenses are covered by the company, also the compensation of their working hours is given. The company also has certain occupational rules and regulations to prevent from occupational hazard.

The manager further states that he stays flexible while making the working schedules of the restaurant. He designs the rosters in according to the wish list of the employees considering the requests as much as he can to make the roster fair to all employees. If one of the employees is not able to do the evening shifts, the manager attempts his best to give day shifts to the employees. Whenever he finds any of his employees having problems at work or performing

unwell, he is always ready to have conversation with them, listen to their problems and find appropriate solutions.

Question 4: How well do you think your staffs are?

In the manager's opinion, the employees are doing well at work and feel motivated. He is taking proper care of the employees' well-being on his behalf. He also agrees that there are few situations where the work get very stressful. Delayed flights and passenger overflow are the things that are unpredictable, the restaurant gets quite busy and work becomes a bit stressful, but these challenges comes with the job having work in restaurant at the airport.

Question 5: How often do you organize extra-curricular activities for your employees?

HMSHost Finland Oy organizes annual staff party for all the employees which refreshes the employees and helps improve the employee-employer and employee-employee relationship. Nordic kitchen organizes staff party of its own once a year within its employees. Some outdoor sports activities such as bubble football, basketball competition and so on. are also organized occasionally.

6 Development Ideas

Despite finding out the employees were quite happy at their workplace and significant level of well-being at work. There were still some areas that could be improved to increase the level of well-being at work. Many respondents had similar opinions regarding the factors that should be improved in Nordic Kitchen. The authors have listed some solutions that will help the case company to improve well-being at work.

- Proper break for employees

According to Ministry of Economic Affairs and Employment of Finland, the employees must be allowed a break of at least half an hour or an opportunity to eat while they are working. The respondents said sometimes they are not able to take break while working. While doing job for long period without break, employees tend to feel monotonous. The consequences of this thing result in inefficiency and unhappy working environment. It is very crucial for employers to give importance to such matters. They should be given proper breaks so that they could rest a bit while working which would help in the personnel well-being at work.

- Fixed shifts

Many employees said that one of the challenges working in Nordic Kitchen is the fluctuation of the shifts. Nordic Kitchen is open 24/7 so the employees need to be flexible to work anytime of the day which is quite difficult. When the shifts are changing time to time, it will be difficult for employees to take proper rest including enough sleep, due to the change in daily schedules.

Some of the employees are part-time workers who are also studying. It is difficult for them to manage between working life and personal life. The solution for this problem would be asking the employees if they prefer to do some fixed shifts like all morning shifts, all day shifts, all evening shifts and so on. It would be easy for them to manage their schedules if the shifts are at the same time of the day.

- Proper availability of resources

During the research, it was found out that employees were having difficulties in getting proper equipment and recipes for processing their final product. Because of which employees were unable to deliver the proper food and services to the customers. Such lack of resources has led the employees in improvising with whatever resources they have in hand to deliver the final product, due to which sometimes customers are not happy with the services they were provided. It will also lead to decrease the sales of the company and customer satisfaction.

It solely depends upon supervisors and managers to eradicate this problem from the restaurant by properly managing the inventory. Employer should order the ingredients properly so they might never run out of ingredients and employees will have enough ingredients to work with. Employer should also provide them necessary tools and uniforms for the work. If the employees have proper tools, they would be able to deliver a proper final product and meet the standard.

7 Conclusion

Enterprises and organizations are beginning to address well-being issues because it is becoming increasingly clear that many workplace problems drawn from lack of commitment to the needs of the employees such as stress, bullying, conflicts, alcohol and drug abuse and mental health disorders. The interest of the authors in the research topic was genuine because work well-being was a subject of interest for the authors. The authors wanted to do the research because there has not been any research relating to employee's well-being done in Nordic kitchen. The authors genuinely wanted to find out the issues to solve which would enhance the level of employee's well-being. The authors had placed a meeting with the employer about the idea of thesis research and its objectives, the employer also had positive and supportive attitude towards the research. The thesis research has highlighted the importance of employees' work well-being.

The focus of the research was to investigate the level of employee's well-being at Nordic Kitchen and provide them development ideas for further improvement of well-being since the beginning of the research.

Every employee experience work-related-well-being in a different manner so there is no final result to be found about the research topic. One of the limitations of the research was finding out truthful and unbiased information from the respondents. The reasons for the limitation are some respondents did not understand the question well and did not want to give truthful answer despite the authors said their information will be kept confidential. The interviews were conducting while they were on duty because of which the interviews had to be short, such limit in interview time did not allow the respondents to fully express themselves. Different employees have different perspective on well-being at work and the way they view the working environment in Nordic Kitchen. The respondents were picked up randomly for interviews and the respondents' size is small in comparison to the actual number of employees of Nordic Kitchen, because of which there is slight chance of possibility of restriction in representing the well-being perspective of all the employees.

Despite one of the authors working in Nordic Kitchen, the authors did not jump to the conclusions based on the author's experience and perspectives towards the employee's well-being at Nordic Kitchen. As the authors were aware about this, they wanted to properly analyse the results from the interviews and create development ideas based on the assessment omitting the author's personal experience and observation.

The important factors that needs to be considered while doing research are validity and reliability. Reliability refers to whether or not we get the same result by using a same research method to measure something more than once. The findings from the qualitative research

method in this thesis research can be considered reliable for short period of time. The working environment in any workplaces is never the same, it changes frequently affecting the work experiences of the employees. The change in working tasks and working colleagues can also bring change in results generated from the same interview questions after some time. Thus, it can result in different outcome if the same research is applied to the same target group.

Validity refers to the level at which the survey measures right elements that need to be measured. In our case, validity of research means how well the employee's well-being at Nordic Kitchen is measured. For the validity of the research, the interview questions should be designed in a way that the respondents would find it easy to understand the gist of the questions and answer accordingly. During the interview, few respondents were unable to understand few questions, but the authors were successful in explaining the questions to the respondents and getting proper answer. Despite that the authors believes that majority of the research questions were precisely understood by the respondents. The results from the interviews were used by the authors to create the development ideas. All of the development ideas, to improve the employee's well-being at Nordic Kitchen, are based upon the answers given by the respondents.

Employee well-being at work relates to all the aspects of well-being: physical, mental and social. The interview questions were designed in a way that it would help authors to find about all of the aspects of well-being in Nordic Kitchen and improve the level of it. The interview questions were derived from the theoretical basis in a way that there are no conflicts between results of the research and theoretical background.

The interview questions included questions related to work stress, communication and job satisfaction even though such questions deviate the objectives of the research. The authors believe that those questions are relevant and are capable in contributing in finding out the employees' well-being because these topics are co related to well-being.

The authors have provided various development ideas such as availability of resources, less fluctuation on shifts and so on. The authors hope that the employer is going to implement the development ideas which helps to increase employee well-being at work. The desired result of the implementation is something that cannot be achieved in short period of time because of that the authors are unable to interpret the result.

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Personal communication

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Appendix 1: First appendix

Interview Questions for employees.

1. How long have you been working here?
2. Do you like the working environment?
3. What is your thought on your working hours? Is it too high, ideal or too low?
4. What are the challenges you need to tackle while you work?
5. Do you get support from your supervisors or management while you are stressed?
6. Are your opinions and ideas welcomed by your supervisors?
7. What are your thoughts on work wellbeing? Why do you think it is important (for you)?
8. Do you think your employer pays attention to personnel wellbeing?
9. Do you take care your personal wellbeing during your leisure time, for instace by working out, enough sleep?
10. How often do you use recreational and welfare services like Smartum voucher provided by your employer?
11. How satisfied are you with current level of wellbeing at work?
12. Can you state some aspects that could enhance your well-being at work, if changed?
13. Do you feel professional development in yourself due to the work?
14. How do you see yourself working in restaurant field after two years?

Appendix 2

Interview Questions for store manager

1. What kinds of benefits do you provide to your employees apart from salary?
2. How is the relationship with you and your staffs? How would you improve/maintain healthy relationship?
3. How often do you organize extra-curricular activities for your employees?
4. What is your approach on employees' wellbeing? What measures would you apply to improve the wellbeing of your employees?
5. How well do you think your staffs are?